

Appendix A (Amended April 9, 2008)
2007 Annual Employee Survey Report
(identifies Annual Employee Survey Items)

Response Rate

The online Avue Climate Survey was distributed to a total of 761 CSOSA employees. Responses were received from 450 employees resulting in a response rate of 59%.

Mode/Method

The survey was administered electronically using an online survey. All employees received a link via e-mail to their survey. While the survey acceptance period was between November 21, 2007 and December 31, 2007, the majority of respondents completed their survey by December 7, 2007.

Summary of Results

Responses in the *Personal Work Experience; Recruitment, Development & Retention;* and *Performance Culture* indicate that employees believe their work is important, feel their coworkers and supervisors are supportive, and that they understand what is required to get the job done from both skill/competency and performance expectation perspectives.

Employees however indicated less satisfaction in survey items from *Performance Culture* and *Job Satisfaction*, with survey items in the *Leadership* category, showing they do not believe achieving results is appropriately recognized through rewards, pay, or advancement, and indicate there is less satisfaction with employee involvement in decision making.

The overall results within the 2007 Climate Survey reflect CSOSA is moving in a positive direction in almost all assessed areas. In analyzing responses and trends throughout the FHCS surveys conducted in 2004 and 2006 in comparison to the 2007 Climate Survey results, there are significant increases in almost all categories surveyed from 2006 to 2007, following a decrease in almost all areas from 2004 to 2006. This indicates there have been efforts, initiatives and planning actions in place which are being recognized by CSOSA employees as having a positive effect overall on the agency.

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AES Survey Item	Personal Work Experience	Respondents	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
		#	# / %	# / %	# / %	# / %	# / %
(1)	1. The people I work with cooperate to get the job done.	448	125 / 27.9%	244 / 54.5%	47 / 10.5%	25 / 5.6%	7 / 1.6%
(2)	2. I am given a real opportunity to improve my skills in my organization.	448	127 / 28.3%	177 / 39.5%	83 / 18.5%	46 / 10.3%	15 / 3.3%
(3)	3. My work gives me a feeling of personal accomplishment.	448	140 / 31.3%	198 / 44.2%	62 / 13.8%	36 / 8.0%	12 / 2.7%
(4)	4. I like the kind of work I do.	449	201 / 44.8%	178 / 39.6%	45 / 10.0%	18 / 4.0%	7 / 1.6%
(5)	5. I have trust and confidence in my supervisor.	449	155 / 34.5%	145 / 32.3%	84 / 18.7%	49 / 10.9%	16 / 3.6%
			Very Good # / %	Good # / %	Fair # / %	Poor # / %	Very Poor # / %
(6)	6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	439	164 / 37.4%	145 / 33.0%	95 / 21.6%	24 / 5.5%	11 / 2.5%
			Strongly Agree # / %	Agree # / %	Neither Agree Nor Disagree # / %	Disagree # / %	Strongly Disagree # / %
	7. My job makes good use of my skills and abilities.	447	117 / 26.2%	189 / 42.3%	58 / 13.0%	58 / 13.0%	25 / 5.6%
	8. I have the tools I need to get my job done.	446	130 / 29.1%	204 / 45.7%	52 / 11.7%	47 / 10.5%	13 / 2.9%
	9. This is a friendly place to work.	448	67 / 15.0%	205 / 45.8%	97 / 21.7%	40 / 8.9%	38 / 8.5%
	10. I would recommend this department as a good place to work.	447	77 / 17.2%	166 / 37.1%	112 / 25.1%	39 / 8.7%	52 / 11.6%

AES Survey Item	Recruitment, Development & Retention	Respondents	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
		#	# / %	# / %	# / %	# / %	# / %
(7)	11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	432	85 / 19.7%	258 / 59.7%	61 / 14.1%	21 / 4.9%	6 / 1.4%
(8)	12. My work unit is able to recruit people with the right skills.	432	56 / 13.0%	180 / 41.7%	111 / 25.7%	56 / 13.0%	19 / 4.4%
(9)	13. I know how my work relates to the department's goals and priorities.	431	174 / 40.4%	209 / 48.5%	31 / 7.2%	9 / 2.1%	5 / 1.2%
(10)	14. The work I do is important.	430	257 / 59.8%	152 / 35.3%	15 / 3.5%	4 / 0.9%	2 / 0.5%
(11)	15. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	431	105 / 24.4%	186 / 43.2%	60 / 13.9%	48 / 11.1%	31 / 7.2%
(12)	16. Supervisors/team leaders in my work unit support employee development.	429	126 / 29.4%	189 / 44.1%	65 / 15.2%	37 / 8.6%	9 / 2.1%
(13)	17. My talents are used well in the workplace.	432	96 / 22.2%	185 / 42.8%	72 / 16.7%	55 / 12.7%	24 / 5.6%
(14)	18. My training needs are assessed.	428	85 / 19.9%	185 / 43.2%	81 / 18.9%	53 / 12.4%	18 / 4.2%

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AES Survey Item	Performance Culture	Respondents	Strongly Agree		Agree		Neither Agree Nor Disagree		Disagree		Strongly Disagree	
		#	#	%	#	%	#	%	#	%	#	%
(15)	19. Promotions in my work unit are based on merit.	425	49	11.5%	138	32.5%	99	23.3%	56	13.2%	57	13.4%
(16)	20. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	422	58	13.7%	149	35.3%	33	7.8%	58	13.7%	31	7.3%
(17)	21. Creativity and innovation are rewarded.	424	61	14.4%	144	34.0%	91	21.5%	70	16.5%	48	11.3%
			Strongly Agree		Agree		Neither Agree Nor Disagree		Disagree		Strongly Disagree	
			#	%	#	%	#	%	#	%	#	%
(18)	22. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	424	61	14.4%	182	42.9%	49	11.6%	33	7.8%	17	4.0%
			Strongly Agree		Agree		Neither Agree Nor Disagree		Disagree		Strongly Disagree	
			#	%	#	%	#	%	#	%	#	%
(19)	23. In my work unit, differences in performance are recognized in a meaningful way.	424	63	14.9%	140	33.0%	92	21.7%	81	19.1%	33	7.8%
(20)	24. Pay raises depend on how well employees perform their jobs.	422	48	11.4%	134	31.8%	95	22.5%	78	18.5%	48	11.4%
(21)	25. My performance appraisal is a fair reflection of my performance.	425	103	24.2%	166	39.1%	74	17.4%	49	11.5%	29	6.8%
(22)	26. Discussions with my supervisor/team leader about my performance are worthwhile.	426	113	26.5%	169	39.7%	80	18.8%	40	9.4%	19	4.5%
(23)	27. Managers/supervisors/team leaders work well with employees of different backgrounds.	426	94	22.1%	173	40.6%	88	20.7%	36	8.5%	19	4.5%
(24)	28. My supervisor supports my need to balance work and family issues.	425	151	35.5%	180	42.4%	59	13.9%	16	3.8%	14	3.3%
	29. Employees are rewarded for high quality products and services delivered to our customers.	425	71	16.7%	135	31.8%	99	23.3%	68	16.0%	37	8.7%
	30. The awards program encourages me to do my best.	422	79	18.7%	125	29.6%	92	21.8%	61	14.5%	55	13.0%
	31. I am held accountable for achieving results.	423	170	40.2%	192	45.4%	45	10.6%	7	1.7%	7	1.7%

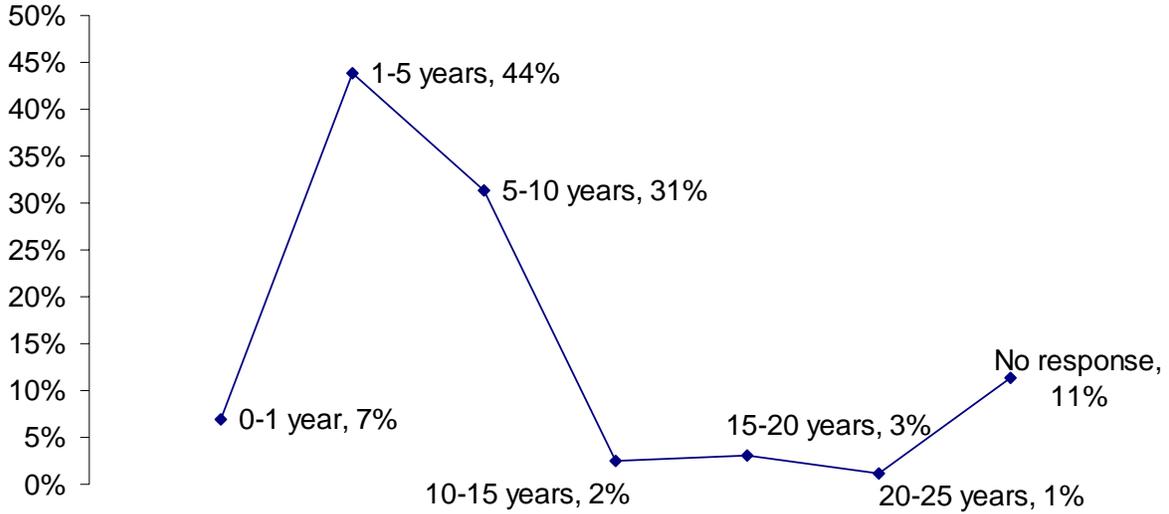
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AES Survey Item	Leadership	Respondents	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
		#	# / %	# / %	# / %	# / %	# / %
(25)	32. I have a high level of respect for my organization's senior leaders.	419	123 / 29.4%	149 / 35.6%	71 / 16.9%	34 / 8.1%	41 / 9.8%
(26)	33. In my organization, leaders generate high levels of motivation and commitment in the workforce.	417	78 / 18.7%	124 / 29.7%	100 / 24.0%	56 / 13.4%	52 / 12.5%
(27)	34. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	416	96 / 23.1%	174 / 41.8%	75 / 18.0%	28 / 6.7%	18 / 4.3%
(28)	35. Employees are protected from health and safety hazards on the job.	418	66 / 15.8%	181 / 43.3%	81 / 19.4%	49 / 11.7%	32 / 7.7%
(29)	36. Employees have a feeling of personal empowerment with respect to work processes.	416	38 / 9.1%	141 / 33.9%	106 / 25.5%	72 / 17.3%	47 / 11.3%
(30)	37. My workload is reasonable.	418	47 / 11.2%	195 / 46.7%	58 / 13.9%	67 / 16.0%	1 / 0.2%
(31)	38. Managers communicate the goals and priorities of the organization.	415	88 / 21.2%	198 / 47.7%	77 / 18.6%	26 / 6.3%	23 / 5.5%
(32)	39. My organization has prepared employees for potential security threats.	417	51 / 12.2%	179 / 42.9%	90 / 21.6%	62 / 14.9%	25 / 6.0%
	40. Managers and supervisors encourage communications among different shops, offices or work units (for example, about projects, goals, needed resources).	418	69 / 16.5%	187 / 44.7%	73 / 17.5%	47 / 11.2%	31 / 7.4%
	41. I could tell someone about a violation of law, rule or regulation, I suspect without fear of getting into trouble for it.	417	58 / 13.9%	146 / 35.0%	111 / 26.6%	40 / 9.6%	45 / 10.8%
	42. Arbitrary action, personal favoritism and coercion because of someone's activities with politics are not tolerated.	419	65 / 15.5%	136 / 32.5%	104 / 24.8%	40 / 9.5%	40 / 9.5%

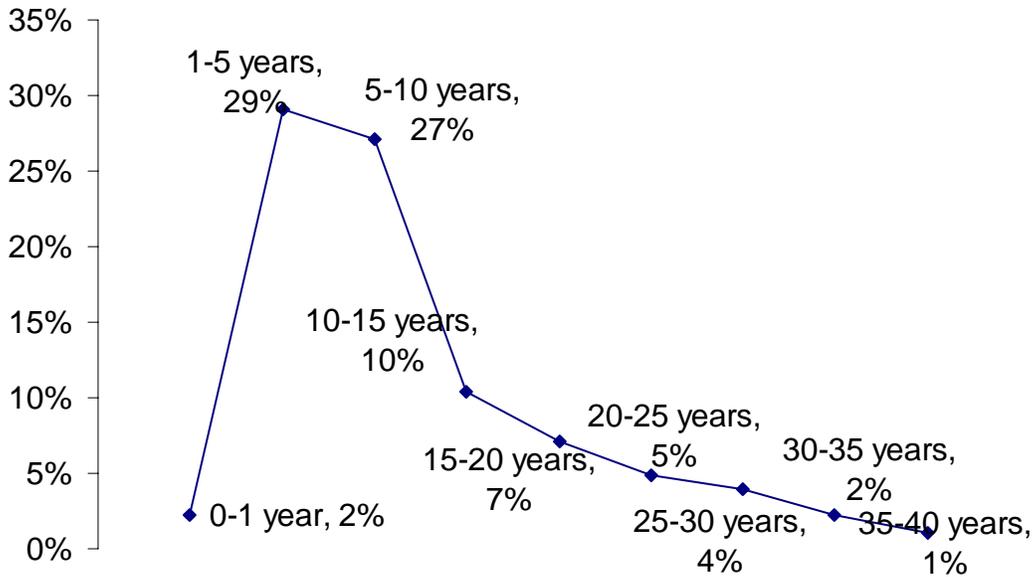
AES Survey Item	Job Satisfaction	Respondents	Very Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Very Dissatisfied
		#	# / %	# / %	# / %	# / %	# / %
(33)	43. How satisfied are you with the information you receive from management on what's going on in your organization?	413	55 / 13.3%	169 / 40.9%	110 / 26.6%	60 / 14.5%	19 / 4.6%
(34)	44. How satisfied are you with your involvement in decisions that affect your work?	411	46 / 11.2%	135 / 32.8%	100 / 24.3%	98 / 23.8%	32 / 7.8%
(35)	45. How satisfied are you with your opportunity to get a better job in your organization?	412	38 / 9.2%	121 / 29.4%	122 / 29.6%	89 / 21.6%	42 / 10.2%
(36)	46. How satisfied are you with the recognition you receive for doing a good job?	400	75 / 18.8%	132 / 33.0%	73 / 18.3%	80 / 20.0%	40 / 10.0%
(37)	47. How satisfied are you with the policies and practices of your senior leaders?	447	60 / 13.4%	169 / 37.8%	106 / 23.7%	70 / 15.7%	42 / 9.4%
(38)	48. How satisfied are you with the training you receive for your present job?	411	93 / 22.6%	184 / 44.8%	77 / 18.7%	42 / 10.2%	15 / 3.6%
(39)	49. Considering everything, how satisfied are you with your job?	412	82 / 19.9%	187 / 45.4%	71 / 17.2%	23 / 5.6%	49 / 11.9%
(40)	50. Considering everything, how satisfied are you with your pay?	411	77 / 18.7%	188 / 45.7%	67 / 16.3%	19 / 4.6%	60 / 14.6%

Appendix D
2007 Annual Employee Survey Report

During this period of employment, I have worked for this department for

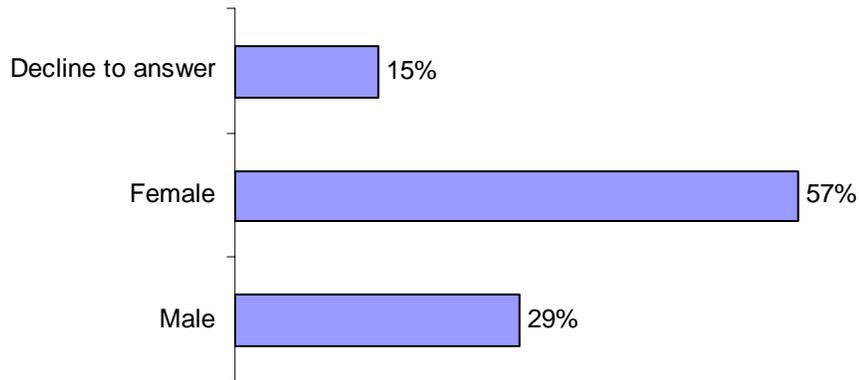


I have been working for the Federal Government for a total of

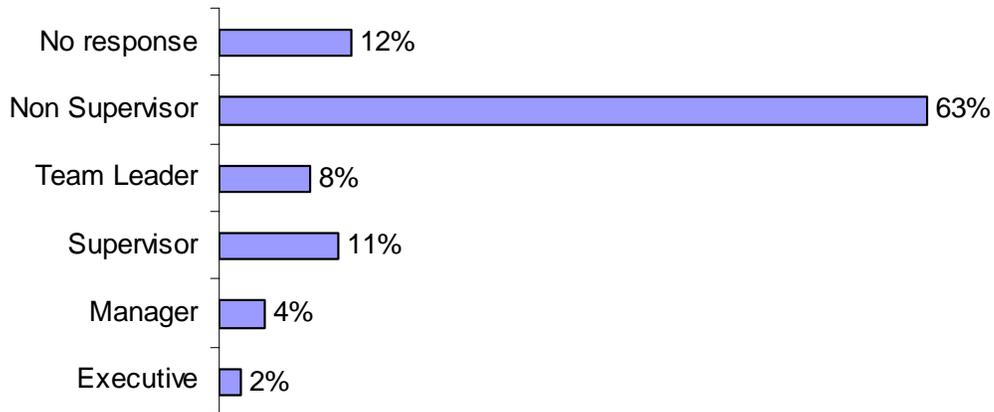


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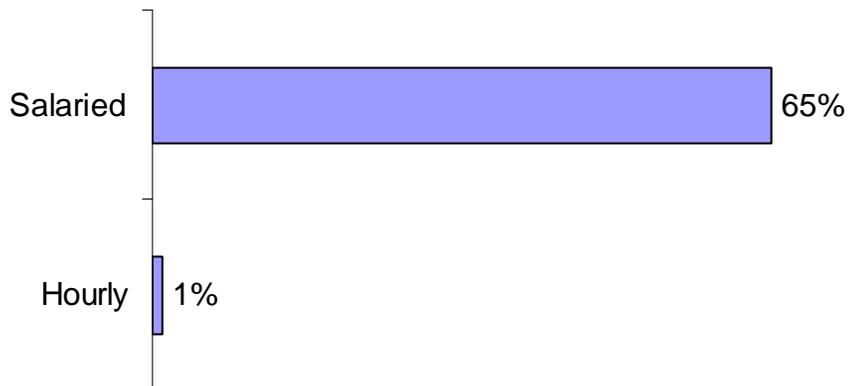
Gender of Respondents



What is your supervisory status?

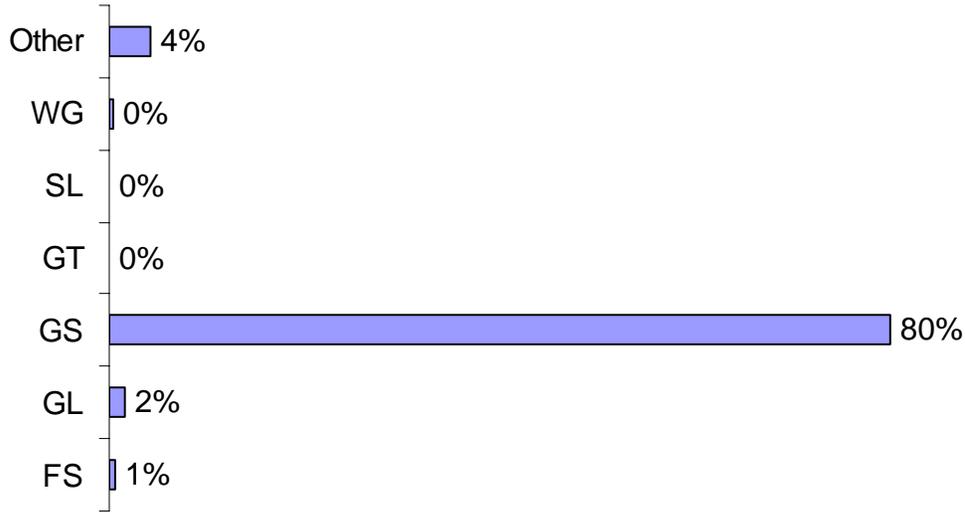


Hourly vs. Salaried



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Pay Plan



Grade/Pay Band

